"What are You Looking For?"

CONTRACTORS WHO CAN

GET THERE - SET UP - OPERATE

Companies with Experience and Good Performance in Rapid Deployment, Logistics Support, Installation Operations, Managing Complex Projects

AND

OVERSEE – ID PROBLEMS – FIX & IMPROVE

Systems & processes capable of overseeing personnel, subcontracts, equipment, performance, and cost; and handling requirements changes on short notice

LOGISTICS CIVIL AUGMENTATION PROGRAM (LOGCAP) IV COMBAT SERVICES SUPPORT

Industry Day

March 29, 2006

SOLICITATION W52P1J-06-R-0049

PRESENTED BY:

SUSAN MCKINNIS

AFSC – On the Line

Agenda

8:00 Registration

8:30-11:00

Opening Remarks/Introductions

Program Overview

Acquisition Strategy

Break

11:00 Question and Answer Session w/Panel

11:45 Lunch Break

12:30 1 on 1 Meetings

Purpose of Conference

- **To provide potential offerors an overview of**
  - **LOGCAP Program**
  - **Acquisition Strategy**
  - **Contract Requirements**
  - **Proposal Requirements**
  - **Evaluation Criteria**
  - **Evaluation Process**

- **To Solicit Industry Comments for the Draft RFP**
  - **The Requirements and Approach are Still Open for Comment**
    - **Industry Comments will be Considered**
  - **Comments Required in Writing By 7 April to the PCO**

History of LOGCAP Contracts

- **LOGCAP I (1992-1996)**
  - CORPS OF ENGINEERS MANAGED CONTRACT
  - BROWN & ROOT OPERATING CONTRACTOR
  - OPERATIONS SUPPORTED: SWA PETROLEUM PIPELINE SYSTEM, SOMALIA, BALKANS, HAITI
- **LOGCAP II (1997-2001)**
  - AMC/CECOM MANAGED CONTRACT
  - DYNCORPS OPERATING CONTRACTOR
  - OPERATIONS SUPPORTED: EAST TIMOR, PHILLIPINES, AND COLUMBIA, HAITI
- **LOGCAP III (2002-CURRENT)**
  - AMC/AFSC MANAGED CONTRACT
  - KBR OPERATING CONTRACTOR
  - OPERATIONS SUPPORTED: AFGHANISTAN, KUWAIT, IRAQ, DJIBOUTI, REPUBLIC OF GEORGIA, UZBEKISTAN, TURKEY, JORDAN

LOGCAP PROGRAM OVERVIEW

MAJOR PROGRAM COMPONENTS

✓ PLANNING

✓ EVENT EXECUTION

- ✓ DELIBERATE PLANNING
  - WORLDWIDE MANAGEMENT PLAN
  - COCOM / ASCC PLANS
  - STUDIES / ANALYSIS / REVIEWS
  - EXERCISE PARTICIPATION

FUNDED BY AMC

- ✓ EVENT EXECUTION
  - EXERCISE PARTICIPATION
  - CONTINGENCY / WARTIME EXECUTION

FUNDED BY SUPPORTED UNIT

LOGCAP Support Plans

AMC:

- Worldwide MGMT &Staffing Plan
- STRYKER Brigade Combat Team
- Ammunition Outload
- Force Provider
- LSE Contingency
- Homeland Defense

EUCOM:

- Southern Africa Regional
- West Africa Regional
- Transcaucus Regional
- Baltic Regional
- Middle East Regional
- CONPLAN 4122
- Equatorial Africa Regional

SOUTHCOM:

- Smaller Scale Contingency
- Regional Management
- Southern Combat OPNS
- Mass Migration

CENTCOM:

- Region 27 Management
- Inland Petroleum Distribution System
- Internee Resettlement
- Consequence Management

PACOM:

- Southeast Asia Mainland Nations
- Southeast Asia Island Nations
- South Asia Regional
- USARJ Contingency
- North East Asia Regional
- Korea Outsourcing
- Consequence Management

LOGCAP Capabilities

LOGCAP Contractor Requirements May Include, But Are Not Limited To:

Supply Operations

-Class I (Rations & Water)
-Class II (Organizational Clothing, Equipment & Admin Supplies)
-Class III (Pol-bulk & Pkg)
-Class IV (Construction Materials)
-Class V (Ammunition)
-Class VI (Personal Demand Items)
-Class VII (Major Items)
-Class VIII (Medical)
-Class IX (Repair Parts)

Field Services

- Laundry & Bath
-Clothing Exchange
-Clothing Repair
-Food Service
-Mortuary Affairs
-Sanitation
-Billeting
-Facilities Management
-MWR
-Information Management
-Personnel Support

Other OPNS & Services

-Maintenance
-Transportation
-Medical Services
-Engineering And Construction
-Signal
-Retrograde
-Power Generation And Distribution
-STAMIS Operations
-Physical Security

LOGCAP Decision Process

PROCESS BEGINS WITH VALIDATED COMBATANT COMMANDER REQUIREMENTS

ARE THE FORCES IN THE STRUCTURE?

YES

ARE THE FORCES AVAILABLE?

NO

YES

NO

FORCE STRUCTURE

HNS?

NO

YES

COMBINATION OR ALL

REGIONAL CONTRACTING ACTIVITY

LOGCAP

SIMILAR PROCESS FOR NON-DOD REQUIREMENTS….STATE, ISG, MND

LOGCAP IV Overview

- ✓ **Global Multi-Functional Logistics Support Capability**
- ✓ **Provides The Government With Enhanced Planning, Management, and Analysis Support**
- ✓ **Better Integrates LOGCAP Into Supported Unit Deliberate and Contingency Planning**
- ✓ **Provides Dedicated Liaison Support To COCOM/ASCC**
- ✓ **Utilizes Standardized Performance Work Statements To Better Document New Requirements**

LOGCAP IV Contractors

- ✓ **Will Staff A Full Time Program Management Office**
- ✓ **Will Provide Input To The World-Wide Management and Staffing Plan and COCOM/ASCC Plans As Required**
- ✓ **Will Participate in COCOM/ASCC Exercises When Directed**
- ✓ **Will Respond To Contingency Requirements With Cost Proposals For Competitive Award Of Task Orders**
- ✓ **Required To Deploy Advance Teams To Contingency Locations Within 72 Hours Following Task Order Award**

LOGCAP IV Support Contractor

- ✓ **Provides Program Support To Director LOGCAP**
- ✓ **Provides Logistics SME Support To LOD**
- ✓ **Provides LNO Support To COCOM/ASCC Staffs**
- ✓ **Supports Deployed Deputy Program Directors With Staffing**
- ✓ **Maintains The World-wide Management and Staffing Plan**
- ✓ **Documents/Maintains COCOM/ASCC Deliberate Plans**
- ✓ **Participates In Exercises As Directed**

Major Milestones

- ✓ Issue Draft RFP 13 Mar 06
- ✓ Industry Day 29 Mar 06
- ✓ Draft RFP comments Due 7 Apr 06
- ✓ Future Milestone Target Dates
  - ➢ Issue Final RFP Apr 06
  - ➢ Close RFP (Proposals Due) May 06
  - ➢ Contract Award Nov 06

LOGCAP IV
Acquisition Strategy

- ✓ **Full and Open Competition, Best Value Source Selection**

- ✓ **Anticipate 3 LOGCAP IV Contracts to Provide CS/CSS Support Worldwide**

- ✓ **Will Replace LOGCAP III Contract**

- ✓ **IDIQ Contract**
  - **One Year with Nine One-Year Options**
  - **Combat Support/Combat Service Support (CS/CSS)**
  - **Minimum is the cost to staff a program office**
  - **Maximum $5B/Year Per Contract**

LOGCAP IV
Acquisition Strategy

- ✓ **Annual minimum funding subject to availability of funds.**
- ✓ **Task orders will be competed**
  - ✓ **Contractors must submit proposal to be considered for future work**
- ✓ **No minimum fee or fee ranges – Max fee is 10%**
- ✓ **Government will award separate support contract**
- ✓ **LOGCAP IV contractors assist the support contractor to develop plans**

Solicitation/Contract Requirement Organizational Conflict of Interest

Clause H-17, Organizational Conflict of Interest

- **Cannot propose or be part of team proposing on W52P1J-06-R-0072 and follow-on contracts**
- **LOGCAP IV contractors PROHIBITED from performing under a contract arising from W52P1J-06-R-0072 and follow-on contracts**
- **Cannot perform as a support prime contractor, subsidiary, subcontractor-at any tier, joint venture and/or in any other business capacity that might result in an OCI.**
- **Effective through life of the contract**
- **Provisions must flow-down into any subcontracts**

Small Business (SB) Utilization & Subcontracting Plan

- **Two distinct requirements:**
  - **IAW DFARS 15.304, proposed SB Utilization plan and percentages evaluated in source selection and used for award fee calculation.**
  - **IAW FAR 52.219-9 SB Subcontracting Plan negotiated prior to award.**
- **Submit proposed SB Utilization Plan based on both CONUS/OCONUS, total contract cost and be evaluated against ability to achieve the following goals:**
  - **Small Business (SB) 15%**
  - **Small Disadvantaged Business 5%**
  - **Women Owned SB 5%**
  - **Historically Underutilized Business Zone 3%**
  - **Service Disabled Veteran Owned SB 1%**

Small Business (SB) Utilization & Subcontracting Plan

- Submit SB subcontracting plan based on CONUS only and total subcontract cost;
  - Recommend Master Subcontracting Plan
  - Different base = greater percent

- <u>Need Industry feedback</u> on SB utilization approach and ability to achieve goals.

Section H Special Provisions

- ✓ Organizational Conflict of Interest
- ✓ Special Provisions for Peacetime Contracts
- ✓ Management
- ✓ Army Field Support Brigade
- ✓ Risk Assessment and Mitigation
- ✓ Force Protection
- ✓ Central Processing and Departure Point
- ✓ Standard Identification Cards
- ✓ Medical
- ✓ Clothing and Equipment Issue
- ✓ Weapons and Training
- ✓ Vehicle and Equipment Operation
- ✓ Passports, Visas and Customs
- ✓ Reception, Staging, Onward Movement and Integration
- ✓ Living Under Field Conditions
- ✓ Morale, Welfare, Recreation
- ✓ Status of Forces Agreement
- ✓ Pay
- ✓ Tour of Duty/Hours of Work
- ✓ On-Call Duty or Extended Hours
- ✓ Health and Life Insurance
- ✓ Next of Kin Notification
- ✓ Return Procedures
- ✓ Purchasing Resources
- ✓ Legal
- ✓ Key Personnel
- ✓ Award Fee

Award Fee Clause

- **Award Fee Pool in Two Sections:**
  - **Annual contract level fee – 10%-20% of fee pool**
    - **Corporate Management, Corporate Business, Small Business Subcontracting**
  - **Task order level – 80% - 90% of fee pool**
    - **Technical Performance, Project Management, Cost/Schedule Management, Cost Control**
- **Some Cost Elements Excluded from Fee Base:**
  - **Facilities Capital Cost of Money**
  - **Value Added Tax**
  - **Incentive Pay above Applicable Department of State Guidelines**

Award Fee Example

- Task Order (TO) 1 is awarded January 07, with a negotiated Award fee of 5 Percent.
- The Total Amount of the TO is $105,000.00.
- Facilities Cost of Money is Deducted -1,000.00
- Value Added Tax is Deducted -3,000.00
- Incentive Pay above State Dept Guidelines deduction -1,000.00
- Total Allowable Costs $100,000.00
- 5% Award Fee Set Aside =
- 10% set aside on CLIN 0011AA AF = $ 500.00 Corporate
- 90% set aside on CLIN 0011AB AF TO = $ 4500.00
- $ 5000.00

- Task Order (TO) 2 is awarded January 07, with a negotiated Award fee of 6 Percent.
- The Total Amount of the TO is $210,000.00.
- Facilities Cost of Money is Deducted -2000.00
- Value Added Tax is Deducted -3,000.00
- Incentive Pay above State Dept Guidelines deduction -5000.00
- Total Allowable Costs $200,000.00
- 6% Award Fee Set Aside =
- 10% set aside on CLIN 0011AA AF Corporate = $ 1200.00
- 90% set aside on CLIN 0011AB AF TO = $10,800.00
- $ 12,000.00

Award Fee Example

- In this Example -- Date is JUNE 07:
- Task Order Evaluation at 6 months = $7,650.00 (($10,800 + $4,500.00)/2*)) (*Assuming an even cost distribution over 12 months)
- Score from AFDO = 95 (see Chart)
- Contractor receives 90% of Award Fee Pool = $6,885.00 ($7,650 x 90%)
- Contractor bills $2,025.00 on TO 1 CLIN 0011 AB
- And $4,860.00 on TO 2 CLIN 0011 AB

- In this Example -- Date is JANUARY 08:
- Corporate IDIQ Basic Contract Award Fee Evaluation –
- ANNUAL Review =$1,200 + $ 500 = 1,700.00
- Score from AFDO = 90 (see Chart)
- Contractor receives 80% of Award Fee Pool = $1,360.00 ($1,700 x 80%)
- Contractor bills $400.00 on TO 1 CLIN 0011 AA
- And $960.00 on TO 2 CLIN 0011 AA
- In addition – TOs will be evaluated at this Evaluation
- BI ANNUAL Task Order Evaluation = $7,650.00 (($10,800 + $4,500.00)/2*)) (*Assuming an even cost distribution over 12 months)
- Score from AFDO = 99 (see Chart)
- Contractor receives 98% of Award Fee Pool = $7,497.00 ($7,650 x 90%)
- Contractor bills $2,205.00 on TO 1 CLIN 0011 AB
- And $5,292.00 on TO 2 CLIN 0011 AB

Employment Provisions

Government Concern:

- Competition between LOGCAP IV contractors for scarce personnel drives prices up;
- Hiring away LOGCAP IV competitor workers that may affect support to troops

Proposed Solution:

- Contract clause requiring:
  - Coordination with current LOGCAP employer before recruiting their workers, and
  - Obtaining PCO approval before increasing base pay-allowances over 10% of negotiated levels
- **Need Industry Input** on this proposed solution

Planning/Support Contractor as Equipment Supplier

Government Concern:

- Competition between LOGCAP IV contractors for equipment, materials drives prices up;
- LOGCAP IV contractor locks in scarce supply sources to effectively stifle competition

Possible Solution:

- Use Support Contractor to:
  - Purchase and provide those affected items as GFM
  - Prohibit agreements to deal exclusively w/suppliers
- **Need Industry Input** on the "Support contractor as equipment supplier" approach, best method to limit price escalation of scarce supplie

Fiscal Issues

- Proper “color of money” an issue if construction or investment items purchased by the contractor under cost plus contract and direct charged to the Government.
  - If construction over $750,000 then MCA or other construction money required
  - If “investment item” under DoD Financial Management Regulation Volume 2A, Chapter 1
- If not direct charged, may not have as big an issue – Feedback on need for direct charging for such items.

Task Order Competition

- ✓ All task orders (TO) will be competed unless exception applies
- ✓ Competition structured to meet customer requirements and other considerations (safety, available resources, skills required, integration of requirements, efficiencies)
- ✓ Contractors must submit a fair and reasonable proposal on all task orders
- ✓ TO period: 1 year, with possible 1 year option
- ✓ LOGCAP III TOs will transition to LOGCAP IV through competition unless compelling reason not to
- ✓ Request Industry Input on Task Order Competition Process

Contractor Security

- **While performing duties IAW the terms and conditions of the contract, the Service Theater Commander will provide force protection to contractor employees commensurate with that given to Service/Agency (e.g. Army, Navy, Air Force, Marine, DLA) civilians in the operations area unless otherwise stated in each task order.**

Earned Value Management System (EVMS)

- EVMS required in cost or incentive contracts valued at or greater than $20M
- Solicitation requires contractor have compliant EVM system, or in process of becoming compliant
- Intent is to use tailored EVMS, to exclude some processes, such as:
  - Format 3 with its references to schedule

Solicitation Section L
What You Need To Submit

- ✓ **ONLY ONE PROPOSAL**
- ✓ **Introductory Folder – Executive Summary**
- ✓ **Volume I, L.4 – Management Approach**
- ✓ **Volume II, L.5 – Past Performance Information**
- ✓ **Volume III, L.6 – Technical Proposal**
- ✓ **Volume IV, L.7 – Cost/Price Information**
- ✓ **Volume V, L.8 – Financial Responsibility Documentation**

Section M of Solicitation
HOW WE WILL EVALUATE

- The Government will evaluate proposals in two main areas:
  - GO-NO GO Factors
    - Financial Capability
    - Facility Clearance to SECRET Level
  - Best Value Factors
    - Management
    - Past Performance
    - Technical
    - Cost

Evaluation Process
GO-NO GO Factors

- **<u>Go/No Go Criteria</u>:**
  - Financial Capability
  - Facility Clearance to SECRET Level NLT than RFP Close Date

- **Offeror Must Be Determined Acceptable in All of These Criteria to Be Considered for Award.**
- **These criteria will not be qualitatively measured.**

Facility Clearance

- ✓ **Offerors must be able to demonstrate the existence of a current U.S. facility clearance to the SECRET level IAW DoDD 5220.22, National Industrial Security Program Operating Manual**
- ✓ **SECRET clearance level applies to affiliates, team members and subcontractors if they will have access to classified data.**
- ✓ **Submit DD254 with supporting documents reflecting Offeror's clearance**
- ✓ **Link to Indusrial Security Program (NISP) Brochure:**

  http://www.dss.mil/isec/nispbrochure.pdf

Solicitation Requirement Financial Capability

- ✓ **The contractor's financial condition, as represented in its data submitted in response to Section L of this RFP, demonstrates sufficient financial resources to meet contract requirements**

Section M of Solicitation
Best Value Evaluation Factors

- ✓ **The Management Factor is more important than the Past Performance or Technical Factor, both of which are equal in weight. Past Performance or Technical individually is more important than Cost/Price. All the non-cost factors combined are significantly more important than Cost/Price. Management subfactors are in descending order of importance. Technical subfactors are equal in importance.**

MANAGEMENT

- **Capability/Experience Sub-factor**
  - **Managing rapid deployments, complex projects, installation operations**
- **Business Systems Sub-factor**
  - **Able to track cost, subcontracts, personnel**
  - **Government approved/compliant systems or in process of approval/compliance**
  - **Approach to security, quality, subcontract management**
- **Small Business Participation Sub-factor**
  - **Plan to meet goals, realism of proposed goals**

PAST PERFORMANCE

- ✓ **Evaluate performance on similar contracts for: management oversight, meeting schedules, cost control, meeting Small Business goals, customer satisfaction**
- ✓ **Relevant contracts:**
  - ✓ **Similar size, scope, complexity**
  - ✓ **At least $10M; in last 3 years**
  - • **at least one action in each of the following two areas:**
  - • **(a) contingency support, or rapid deployment**
  - • **(b) providing logistical support, or participation in military exercises**

TECHNICAL (SCENARIO)

- **Feasibility and Completeness of Scenario Approach (Sub-factor)**
  - **extent that the Offeror's approach is complete and will reasonably achieve the support identified in scenario requirements and the PWS.**
- **Ability to Handle Requirements Changes (Sub-factor)**
  - **extent that the Offeror's proposal demonstrates their ability to provide logistics solutions using developed management systems capability to process changes in task order requirements.**
- **Sub-factors are of equal importance**
- **Will be released with formal RFP**

COST/PRICE

- ✓ **Pricing Proposal for the minimum requirements under PWS 2.0 (Program management staffing, worldwide management staffing plan and other plan input). Documentation should include base year and all nine option years.**
- ✓ **Pricing for the Technical Scenario**
- ✓ **Scenario costs adjusted to most probable cost**
- ✓ **The percent of total proposal cost differences applied to scenario work, anticipated work, and contract maximum will be provided to SSA for trade-off analysis**

DISCUSSIONS - AWARD

- ✓ Award may be made without discussions
- ✓ The Government reserves the right to enter into discussions
- ✓ Only Offerors in the competitive range will be allowed discussions, if necessary
- ✓ The Government intends to award three contracts
- ✓ The Government may award less than three contracts if in its best interests

Source Selection Process

- **Source Selection Authority (SSA)**
  - Award Decision Maker
- **Source Selection Advisory Council (SSAC)**
  - Provide Oversight and Ensure Quality Assurance
  - Perform Proposal Comparative Analysis
- **Source Selection Evaluation Board (SSEB)**
  - Functional Area Specialists
  - Contractor Assistance to Team (Non-Voting)
  - Evaluate Proposals IAW Solicitation Criteria

Partnering

- ✓ **Project specific inter-organizational conflict management process**
- ✓ **Focus of LOGCAP is to Support the Soldier – We all need to provide our expertise**
- ✓ **Adopt cooperative philosophy now to improve the acquisition**

"What are You Looking For?"

CONTRACTORS WHO CAN

GET THERE - SET UP - OPERATE

- Companies with Experience and Good Performance in Rapid Deployment, Logistics Support, Installation Operations, Managing Complex Projects

AND

OVERSEE – ID PROBLEMS – FIX & IMPROVE

- Systems & processes capable of overseeing personnel, subcontracts, equipment, performance, and cost; and handling requirements changes on short notice

Final Nuggets

- ✓ Evaluators Will Not Impute Knowledge of Offerors Into the Evaluation Process. Evaluations Will Be Based on Written Proposals.
- ✓ Areas Where We Would Appreciate Industry Comments:
  - ➢ Impact of Small Business Goals
  - ➢ Task Order Competition Process
  - ➢ Limitations on Hiring Competitor's Workers
  - ➢ Planning/Support Contractor as Material/Equipment Supplier
  - ➢ OCI Provisions
  - ➢ Working with the Support contractor
  - ➢ Page Limits
  - ➢ Other Areas of Concern, Suggestions to Improve Process
- ✓ Comments and Questions to Draft RFP or the Industry Day Must be Submitted in Writing to the PCO Office by 7 April 2006 to be Considered for Formal RFP.

Panel Members

- ✓ Mr. James Loehrl, AFSC, Director, Acquisition Center
- ✓ Mr. Lin Stevens, Deputy, LOGCAP Operations Director
- ✓ Mr. David DeFrieze, AFSC Legal Office
- ✓ Mr. Randall Bartholome, LOGCAP IV Team Lead
- ✓ Ms. Susan McKinnis, LOGCAP IV Team Lead
- ✓ Ms. Janet Jackson, PCO

Questions and Answers

- **Q. Where is the current draft RFP in the planning cycle?**

  A. Both Draft RFPs (DRFP) have been posted on the AFSC LOGCAP IV Website at: http://www.afsc.army.mil/ac/aais/ioc

- **Q. Are there any current or foreseen roadblocks, such as requirements, planning orgs, OSD, Congress, etc?**

  A. We have been informing higher headquarters on acquisition strategy approaches and are following the Acquisition process as established by Regulation.

Questions and Answers

- **Q. Has a decision been made to structure the contract, such as by COCOMs or services?**

  A. The LOGCAP IV Draft RFP is a global, multifunctional strategy. The DRFP is at http://www.afsc.army.mil/ac/aais/ioc

- **Q. What is the project schedule, including length of competition/bidding, life of the contract (starting in year x, ending in year x) and major milestones?**

  A. The DRFP W52P1J-06-R-0049 will result in a contract with a period of performance of 1 year with 9 one year options

  Major Future Milestones will be addressed at the Industry Day.

  Any comments on the DRFP should be forwarded to the PCO by April 7, 2006.

Questions and Answers

- **Q. Recognizing a contractor cannot receive or be part of a team on both LOGCAP IV and planning contracts, can they still submit proposals on both?**

  A. No. Please refer to the Organizational Conflict of Interest clauses in the DRFPs.

- **Q. In reviewing all of the documentation, Attachment 1 Scenario is missing. Could you please provide that attachment?**

  A. The scenario will be provided with the Final RFP.

Questions and Answers

- **Why are the LOGCAP IV Small Business (SB) goal percents different than Government-wide small business goals?**

A. Government SB subcontract goals are SB dollars as a percent of total subcontract dollars for work performed in CONUS.

LOGCAP IV SB Utilization goals are SB dollars as a percent of total contract dollars (CONUS and OCONUS). This significantly increases the pool to apply the goals.

The net effect is more dollars go to SB even with lower percents than using the Government goal percents for just CONUS work.

Questions and Answers

- **Q. How will the USAEUR Contract Affect LOGCAP IV Work?**

  A. There are Ongoing discussions among DA, AMC, AFSC, USAEUR, COE on role of LOGCAP in future USAEUR requirements

Questions and Answers

Reference: Section A-4 Facility Clearance - This section defines the requirement for all entities that handle classified information to submit Facility Clearances as part of the proposal.

- ✓ **Q: A facility clearance cannot be obtained for a new company, like a joint venture until after contract award. Normally, a new joint venture is formed just prior to or immediately after contract award. The facility clearance could then be processed and obtained within a few months after contract award, assuming the principals in the JV already have clearances. The alternative would be to form the JV company now, however based on the anticipated timing of the final RFP it is doubtful that the JV company could be established and the facility clearance obtained before the proposal due date. In addition, most disclosure statements would require allocation of bid and proposal costs to the new segment, which would not have sales or profit until after contract award, so all unsuccessful offerors would incur a loss of profit in the current year if they formed a joint venture before contract award. Accordingly, will the Government permit submittal of facility clearances by the proposal submittal date from the parent company of each partner to the new JV until after contract award when legal formation of the JV has been completed?**

A. We recognize that this is a tough question. The facility clearance has been designated as a "go – no-go" factor which means that if you do not have a facility clearance at the time you submit your proposal, your proposal will be deemed a "no go" proposal. We have been advised by the Defense Security Service that it can take up to six months for them to complete a facility clearance request. In the interest of keeping this acquisition moving forward and not becoming stale while clearances are being conducted, we have determined that the "go – no go" concept is the most effective and efficient way of doing business. The link to the Industrial Security Program (NISP) Brochure is http://www.dss.mil/isec/nispbrochure.pdf.

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BACKUP CHARTS

Developing a Better Proposal

- ✓ **Use Your Executive Summary**
  - **To directly link to the evaluation factors**
  - **Highlight your strengths to meet critical evaluation factors**
  - **Summarize sound business rationale/judgment for selecting *your* proposal**

Developing a Better Proposal

- **Build the proposal in compliance with Section L but ensure that themes and supporting rationales are clearly linked to the Section M criteria**
  - **Make the evaluators' job of linking your proposed features and benefits to specific evaluation criteria as easy and painless as possible**
  - **Do not make evaluators hunt for the information … makes your proposal difficult to follow**

Developing a Better Proposal

- ✓ Sec L factors/subfactors should match up with same areas in Sec M
- ✓ Focused, responsive, organized proposal – GOOD!
- ✓ Eliminate rambling, generalized PR
- ✓ DO NOT repeat PWS requirements as your approach
- ✓ DO say HOW you will do things
- ✓ Be the Evaluator – is the proposal easy to follow? All requirements addressed? What makes it special - Is it apparent?

Developing a Better Proposal

- ✓ **DO NOT BURY THE IMPORTANT DISCRIMINATORS AND BENEFITS IN YOUR PROPOSAL**
- ✓ **CLEARLY HIGHLIGHT YOUR VALUE TO THE CUSTOMER**